



Agency Priority Goal | Action Plan | FY 23 – Q2

Enhance Customer Experience and Improve Trust

Goal Leader(s):

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Goal Overview

Goal Statement

- USDA will enhance the customer experience (CX) of our high impact services and increase the public's trust by continuously listening to their feedback and implementing human-centered solutions to reduce barriers and burdens to access. **By September 2023, each USDA High Impact Service Provider (HISP) will implement mechanisms to measure trust and satisfaction and establish feedback methods to collect insights to perform activities that will make measurable improvements in CX.**

Challenges

- The federal government has the lowest customer satisfaction score across all major industries at 63.4% (source: American Customer Satisfaction Index).
- USDA does not have a consistent feedback framework for customer listening and feedback.
- Historically, USDA HISPs have struggled closing the feedback loop on customer satisfaction and assessing trust.
- USDA HISP workforce requires training and resources to measure customer burden, identify inequities, and improve designated services through human-centered design.

Opportunity

- Create standardization in how USDA engages with and collects information from customers.
- Establish a Department-wide and cross-agency CX coalition starting with the HISP organizations.
- Gradually improve agencies' understanding of customers' needs ("start small and scale").
- Improve ease of access to HISP designated programs and services.
- Increase the public's trust of USDA, beginning with the HISP services.

***Note** – The HISP's within USDA include the following agencies: Farm Service Agency (FSA), Food and Nutrition Service (FNS), Forest Service (FS), Natural Resources Conservation Services (NRCS), and Rural Development (RD).

USDA's High Impact Service Providers

High Impact Service Providers (HISPs) are federal entities, as designated by the Office of Management and Budget (OMB), that provide or fund customer-facing services that have a high impact on the public, whether because of a large customer base or a critical effect on those served.

1

Farm Service Agency

The Farm Service Agency (FSA) serves all farmers, ranchers, and agricultural partners through the delivery of effective, efficient agricultural programs for all Americans. There were 2.02 million U.S. farms in 2020. With 51 state offices and over 2,000 county offices, including offices in U.S. territories, FSA implements farm programs and farm loans to farmers and ranchers across the country. This past year, FSA obligated more than \$7.5 billion in direct and guaranteed farm ownership and operating loans, including more than \$3.4 billion for beginning farmers, an agency record.

- Design and implement a simplified direct farm loan application process.

2

Food and Nutrition Service

Food and Nutrition Service (FNS) works to end hunger and obesity through the administration of 15 federal nutrition assistance programs including WIC, Supplemental Nutrition Assistance Program (SNAP), and school meals. SNAP helps over 40 million low-income people afford a nutritionally adequate diet; WIC provides nutritious food for about 7 million low-income women, infants, and children; and school breakfast and lunch programs provide free and reduced-price meals to over 20 million low-income children.

- Test the use of the Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) benefits for online purchasing
- Identify opportunities to reduce individuals' and families' burdens by simplifying enrollment and recertification for nutrition assistance programs such as Supplemental Nutrition Assistance Program (SNAP) and the WIC, including expanding the use of direct certification.

3

Forest Service

The Forest Service works to sustain the health, diversity, and productivity of the nation's forests and grasslands, which includes sustainable stewardship of more than 600 million acres of forestland, 193 million acres of public lands, and more than 400 million acres of private land across the United States.

- Applying to and accessing recreation special use permits.

4

Natural Resources Conservation Service

The Natural Resources Conservation Service (NRCS) works with farmers, ranchers and forest landowners across the country to help them boost agricultural productivity and protect our natural resources through conservation. In 2020, NRCS worked with producers to develop more than 100,000 conservation plans as well as place conservation practices and enhancements on more than 19 million acres.

- Applying for Technical and Financial Assistance under the Environmental Quality Incentives Program (EQIP) to address natural resource concerns and deliver environmental benefits for agricultural producers.

5

Rural Development

Nearly 60 million Americans live in rural areas and experience higher rates of poverty; since 2009, Rural Development has financed nearly 8,000 community facilities projects, helped save or create more than 375,000 rural jobs, aided nearly 75,000 rural businesses, improved rural electric infrastructure for more than 25 million rural residents, and supported more than 5,500 distance learning and telemedicine projects.

- Searching for regulatory information (e.g., finding what program is right for you and how to apply on a RD program.
- Filing an application under the OneRD Guarantee Loan Initiative.

Goal Targets

Achievement statement Repeat the achievement statement from the goal statement on the previous slide		Key indicator(s) A “key performance indicator” measures progress toward a goal target	Quantify progress These values enable us (and you!) to calculate % complete for <u>any</u> type of target*			Frequency When is there new data?
By...	We will...	Name of indicator	Target value	Starting value**	Current value Q2 FY2023	Update cycle
9/30/2023	Implement mechanisms to measure trust and satisfaction.	<ul style="list-style-type: none"> # of trust/satisfaction measures established 	<ul style="list-style-type: none"> 6 	0	5 (see slide #10)	Annually
9/30/2023	Establish feedback methods to collect insights to perform activities that will make measurable improvements in CX.	<ul style="list-style-type: none"> # of feedback loops established 	<ul style="list-style-type: none"> 6 	0	5 (see slide #10)	Bi-Annual

* If the target is to achieve a qualitative outcome, quantify progress as: 1 = “Achieved”, “0 = “Not Achieved”

Goal Team

USDA Executives:

Members:

- Deputy Secretary
- Assistant Secretary for Administration
- Chief Customer Experience Officer
- Chief Information Officer
- HISP Agency Administrator

Responsibilities:

- Develop comprehensive CX strategy and prioritize CX
- Allocate resources
- Set “tone at the top”
- Champion CX initiatives

Office of Customer Experience:

Members:

- USDA Chief Customer Experience Officer
- OCX Staff

Responsibilities:

- Implement CX strategy
- Lead CX innovation initiatives
- Lead efforts to incorporate CX into USDA policies and procedures

HISP CX Core Teams:

Members:

- FSA Lead – Dana Richey
- FNS Lead – Rebecca Piazza
- FS Lead – Andrea Delgado
- NRCS Lead – Abena Apau
- RD Lead – Jacki Ponti
- HISP Staff

Responsibilities:

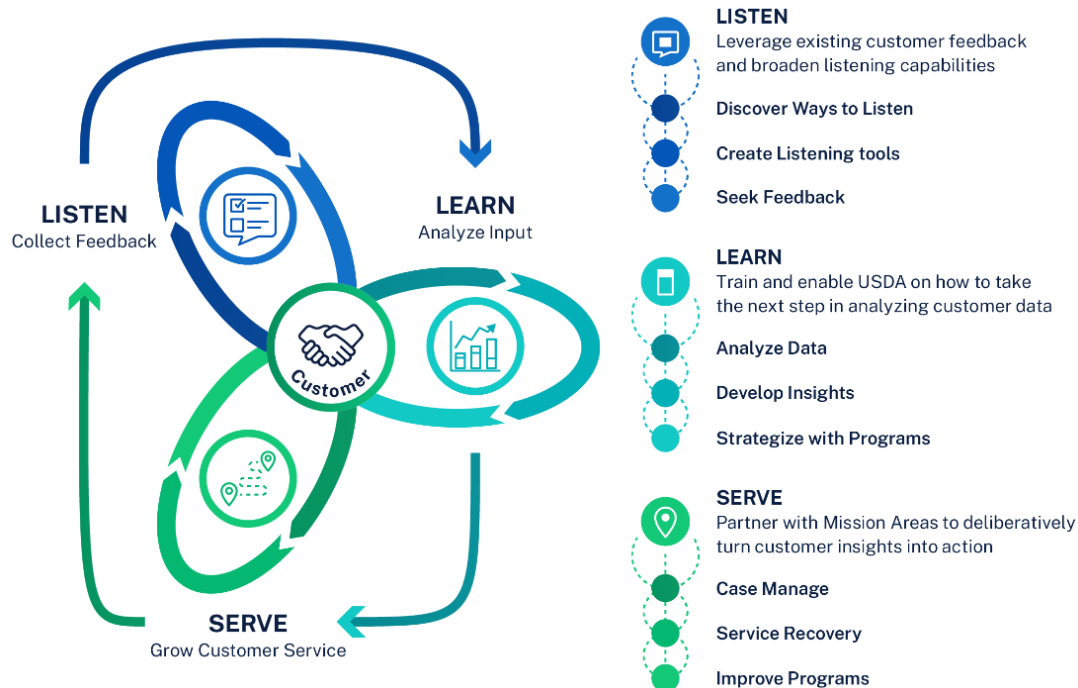
- Lead CX initiatives
- Recommend new initiatives
- Conduct field research

Goal Strategies

Applying the “Listen Better, Serve Better” Customer Feedback Loop Framework

USDA’s Voice of the Customer (VOC) Framework, known as “Listen Better, Serve Better”, creates a 360-degree understanding of the customer’s experience to drive learning and continued improvement. USDA will look to collect customer feedback during key moments of their experience in order to amplify their voice and increase insights to act on. This framework enables USDA to exceed customer expectations by putting our customers first, promoting accountability in mission and program delivery, and facilitating collaboration across the entire Department.

OCX will be promoting the application of the VOC framework across USDA’s HISPs in order to establish feedback methods to collect measurable insights, further improving CX.

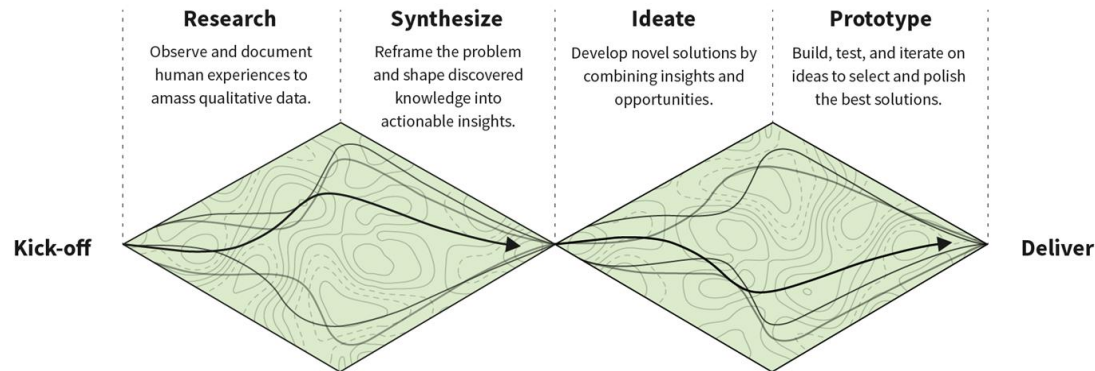


Goal Strategies (cont'd)

Applying the Human-Centered Design Framework

Human-Centered Design (HCD) is an interdisciplinary methodology of putting people, including those who will use or be impacted by what one creates, at the center of any process to solve challenging problems. This methodology enables USDA and each HISP to identify their designated services based on the moments that matter most to the individuals served. This framework empowers USDA to collaborate with customers, employees, and partners to create innovative and human-centered solutions which will deliver exceptional and consistent USDA experiences and services.

OCX will be promoting the application of this framework in order to implement human-centered solutions for HISP designated services that address key pain points.



CX Activities & Deliverables



Key Indicators

Objective	Indicator
1. Establish a process to identify and track customer pain points across each HISP's designated service.	<ul style="list-style-type: none">• Establish a plan for each HISP
2. Implement human-centered design (HCD) solutions for HISP designated services to address key pain points.	<ul style="list-style-type: none">• # of initiatives or projects in progress• # of initiatives or projects completed
3. Increase and track the number of listening posts/opportunities for HISP services.	<ul style="list-style-type: none">• # of HISP listening posts/opportunities (e.g., focus groups, listening sessions)
4. Provide customer experience learning opportunities to HISP organizations and employees.	<ul style="list-style-type: none">• # of learning opportunities (e.g., training, speaker, presentation, tool demonstration)

Key milestones

Milestone Summary					
Key Milestone	Milestone Due Date	Milestone Status <i>[e.g., Complete, On-Track, Missed]</i>	Change from last quarter	Owner	Comments <i>[Provide discussion of Progress, changes from last update, Anticipated Barriers or other Issues Related to Milestone Completion]</i>
CX Capacity Assessments	5/30/2022	Complete	No	All USDA HISPs	<ul style="list-style-type: none"> Each HISP conducted a CX capacity assessment which assessed their capacity to manage and improve CX by evaluating their performance of designated services through meaningful measures from the perspective of the public. This provided USDA with more specific on what each HISP required which were discussed further during the 'Deep Dives.'
Quarterly Data Reports	5/30/2022	Complete	No	All USDA HISPs	
Deep Dives	5/30/2022	Complete	No	All USDA HISPs	<ul style="list-style-type: none"> OMB hosted these sessions with each HISP to review the outcomes of the capacity assessments and identify additional CX requirements for each HISP's CX Action Plan.
CX Action Plans	7/30/2022	Complete	No	All USDA HISPs	<ul style="list-style-type: none"> Each HISP finalized their initial draft of these plans which address specific improvements that each HISP commits to making in the following budget year.
Quarterly Data Reports	8/31/2022	Complete	No	All USDA HISPs	
CX Departmental Directive	9/30/2022	Complete	No	OCX	
Quarterly Data Reports	11/30/2022	Complete	No	All USDA HISPs	
Establish CX Learning Opportunities	9/30/2023	On-Track	No	All USDA HISPs	<ul style="list-style-type: none"> E.g., training, speaker, presentation, tools, resources.
Execute Surveys to Assess Stakeholder Engagement and Trust	9/30/2023	On-Track	No	OCX	<ul style="list-style-type: none"> 10+ surveys in progress
Establish Mechanisms for identifying CX Pain Points	9/30/2023	On-Track	No	All USDA HISPs	<ul style="list-style-type: none"> Providing Human-Centered Design support for each HISP

Narrative – FY23 Q2 Update

USDA remains on track to complete the APG on time.

USDA now includes six Office of Management and Budget (OMB) designated High Impact Service Providers (HISPs) – more than any other Cabinet-level department, including the Farm Service Agency (FSA), Food and Nutrition Service (FNS), Forest Service (FS), Natural Resources Conservation Services (NRCS), and Rural Development (RD).

All HISPs submitted their final CX Action Plans in September 2022. These plans address specific improvements that each HISP commits to making in the following budget year, addressing pain points identified through service assessments, customer feedback, and human-centered design research. These plans were created based off each HISP's CX capacity assessments which helped identify the required data to be collected, feedback methods, and the methods used to report the data internally and publicly.

OCX has collaborated with USDA's HISPs to draft 10 customer feedback surveys. All are expected to be live by the end of FY2023.

HISP/Survey	Status	Expected Launch	Comments
FSA: HISP FSA Customer Feedback Survey	Active	December 2022	The survey is officially open, has been mailed via hard copy, and is also available electronically to selected customer recipients. Survey is offered in multiple languages.
NRCS: HISP NRCS Customer Feedback Survey	Active	December 2022	The survey is officially open, has been mailed via hard copy, and is also available electronically to selected customer recipients. Survey is offered in multiple languages.
NRCS: Voice of the Customer NRCS Website Feedback Survey	Active	November 2022	The new NRCS website launched online with the new feedback tool. Over 100 comments have been received since the new site launched.
FSA: Nationwide Farmer, Rancher, and Forest Manager Prospective Customer Survey	Active	December 2022	The survey is open until March 31, 2023 at www.farmers.gov/survey . It is completely anonymous and can be taken online in 14 languages.
Rural Development: Voice of the Customer Website Survey	Active	December 2022	The survey is currently active on the Rural Development's Regulations and Guidance webpage.
FNS: WIC Breastfeeding Support Survey	In Progress	2023	Surveys launched in March 2023 on https://wicbreastfeeding.fns.usda.gov/
FNS: WIC Works Survey	In Progress	2023	Surveys launched in March 2023 on https://wicworks.fns.usda.gov
FNS: DietaryGuidelines.gov Survey	In Progress	2023	Survey testing was paused in December and resumed in January. Testing is currently done in dev environment.
FNS: MyPlate.gov Survey	In Progress	2023	Survey testing was paused in December and resumed in January. Testing is currently done in dev environment.
Forest Service: Passes and Permits Website Survey	In Progress	2023	Survey testing was paused in December and resumed in January. Testing is currently done in dev environment and will launch pending PRA approval (expected mid-May 2023).

Data accuracy & reliability

Verification & Validation:

- USDA CX improvement teams rely on accurate and reliable data to make evidence-based decisions. USDA's Office of the Chief Information Officer (OCIO) is responsible for enterprise data and analytics activities. USDA has established a Data Governance Steering Committee and a Data Governance Advisory Board to lead and implement data governance initiatives at USDA.

Data Sources:

- Medallia survey tool for customers, stakeholders, and employees.
- For more information about USDA's data strategy, governance, and quality, [please visit the USDA website](#). The [USDA Open Data Catalog](#) is the authoritative source of publicly available USDA data. Additionally, please reference the [USDA Data Strategy FY21-23](#).

Level of Accuracy Required for Intended Use:

- Using the materials reference above, USDA can accurately report at the end of each quarter on whether it has met its planned milestones.

Data Limitations:

- Availability of data dependent upon collaboration with USDA agencies and offices. Partners:
 - USDA Office of the Chief Information Officer (OCIO) and Mission Area Associate CIOs
 - USDA Office of the Chief Data Officer (OCDO) and Mission Area Associate CDOs
 - USDA Office of the Chief Evaluation Officer
 - USDA Chief Operating Officers

How the Agency Compensates for Data Limitations:

- USDA has not identified any data limitations that would preclude it from reporting accurate, reliable, and timely performance information.

Additional information

Contributing Programs

Organizations:

- Office of Management and Budget (OMB)
- White House Executive Office of the President (EOP)

President's Management Agenda

- PMA Vision: Priority #2

Policies:

- OMB Circular A-11 Section 280
- Customer Experience Executive Order 13571
- Trust in Public Service (TIPS) Act
- Integrated Digital Idea Act (IDEA)
- Federal Agency Customer Experience (FACE) Act

Stakeholder / Congressional Consultations

- USDA's OCX regularly engages with Congressional appropriators via USDA's Office of Budget and Program Analysis. One of the intents of these engagements are to align them with FY 2024's budget process to emphasize CX related items that will be presented within FY 2024's budget.